



Case Study

#2022-02

ERP and Business
Process Assessment

Client: Large Heavy and Civil
Contractor with large equipment
fleet

Duration

March 2022 – August 2022

Client Size

(Annual Revenue)

- \$10M to \$50M
- \$50M to \$200M
- ⦿ \$200M to \$500M
- \$500M to \$1B
- Over \$1B

ERP Application:

- Vista

Other Related Applications

- HCSS HeavyBid
- HCSS HeavyJob
- Oracle P6



Problem

The company is transitioning to larger mega projects which involve joint ventures (JVs) and public-private partnerships (PPPs). Given the history of the firm, management was concerned the company was not prepared for some of the demands of this new delivery method, including project management, best practice gaps in processes, efficient communication between solutions (integration needs), and document management.



Unique Challenges

Internal Resources were not fully aligned on the path the project should take.

Approach



BCG focused on evaluating the company's business processes first, then evaluated the extent of use of the various solutions across all departments to understand where any inefficiencies were and where best the company could see the greatest return on their time investment.



Resolution



BCG created a Planning Workbook identifying the priorities the company should focus on with a timeline. Through the course of several planning sessions, the company had documented a final plan for addressing the challenges initially identified.

